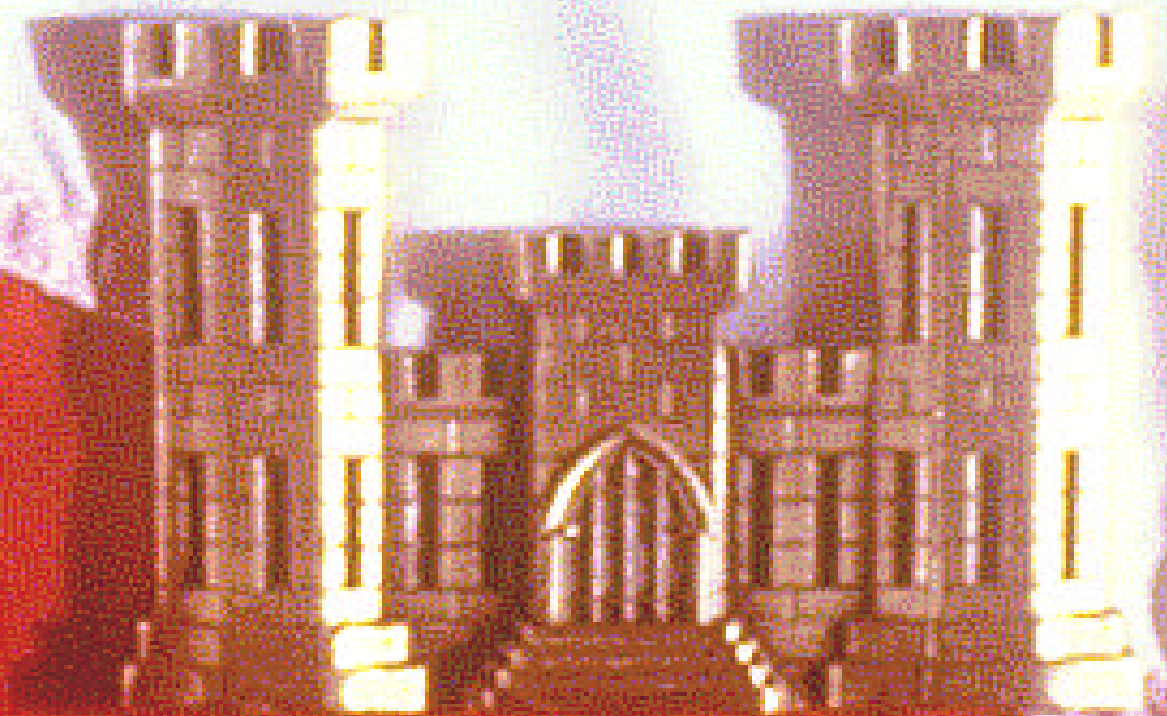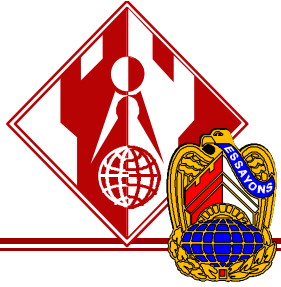# U.S. Army Corps of Engineers

Military Programs Reengineering

Employee Update

3 November 1998

Town Hall Agenda

- **Organizational Detail:**
    - **Programs Management Division**
    - **Environmental Division**
    - **Engineering & Construction Division**
    - **Installation Support**
        - **ISD**
        - **ISOs**
        - **HNC**
    - **Special Missions Office**
- **Summary & Timelines**
- **Next Steps**

The MP Reengineering Process

- **Goal**
  - Reengineer the Directorate of Military Programs (DMP) to support the **Army** better by making the Directorate more effective, efficient, and customer-oriented, with particular emphasis on installation support embedded throughout the organization.

- **Objectives**
  - **Improve Service to the Army**
  - Eliminate Duplication
  - Streamline Processes
  - Drive Down Costs - Drive Up Quality
  - Implement Life-cycle Mgt. Principles
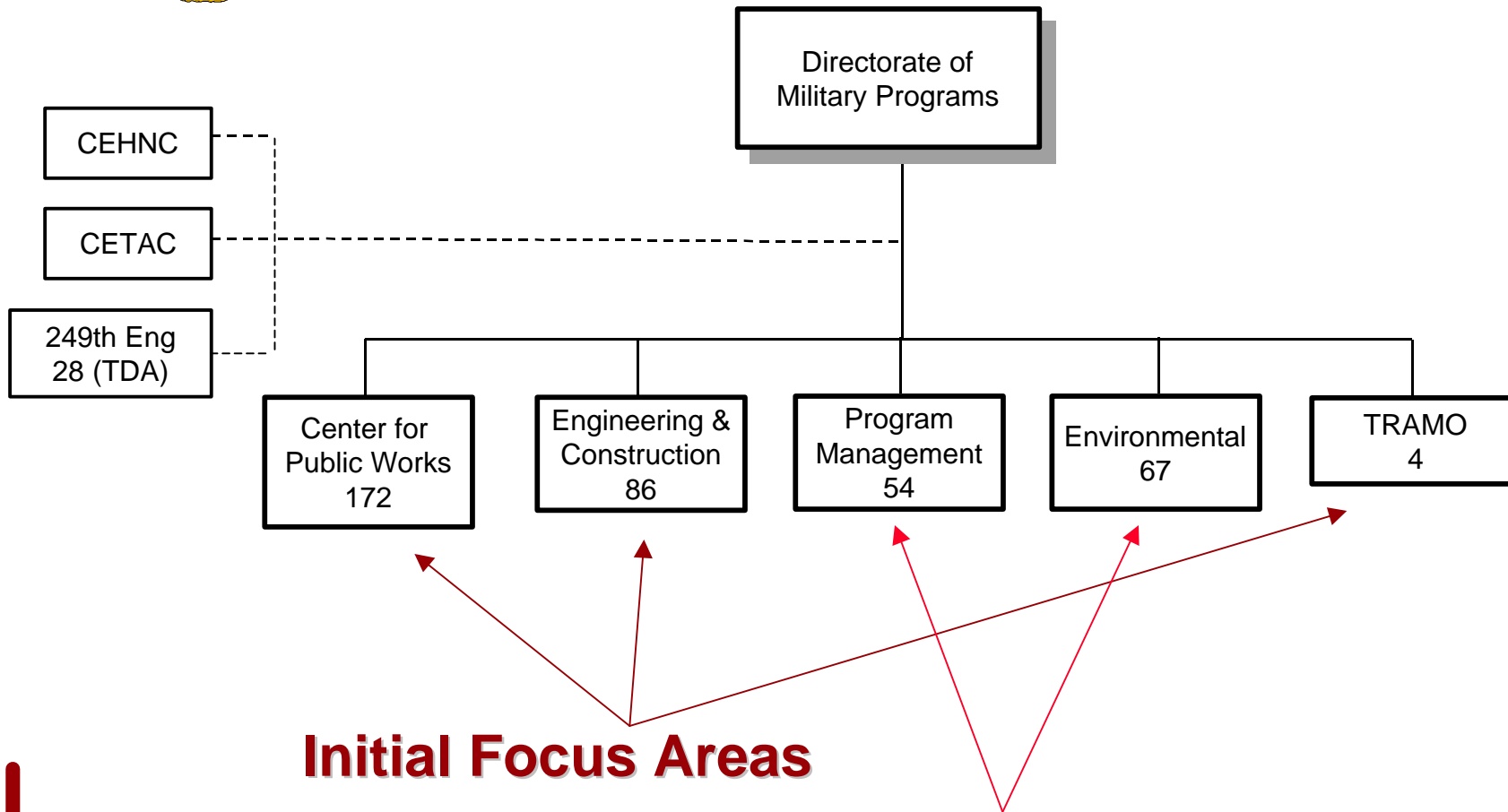
- **Metrics**
  - **Improved Services** to the **Army**
  - **Improved Quality** of **Products**
  - Retain **Policy** in the **Headquarters**
  - Place **Execution** in the **Field**
  - **Improved Customer Perception** of USAC
  - **Conserved Resources**
  - **Increased Efficiency**
  - **Improved Svcs**. to **Non-Army Customers**
  - **Minimum Disruption** of Staff
  - Reasonable **Cost**

Revolutionize Effectiveness

- *Develop MP Reengineering Concept and Plan*
- *Decision Briefing to the Chief of Engineers*
- *Briefing to the Union*
- *Briefing to Employees*

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"Current Organization" Recap (from 2 July)

```
                          ┌─────────────────┐
                          │  Directorate of │
                          │ Military Programs│
                          └────────┬────────┘
┌─────────┐                        │
│  CEHNC  │- - - ┐                 │
└─────────┘      ┊                 │
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│  CETAC  │- - - ┊                 │
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│249th Eng│- - - ┘                 │
│28 (TDA) │                        │
└─────────┘                        │
        ┌──────────┬───────────┬───────────┬───────────┐
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│  Center for ││Engineering &││   Program   ││             ││    TRAMO    │
│ Public Works││Construction ││ Management  ││Environmental││      4      │
│     172     ││     86      ││     54      ││     67      ││             │
└─────────────┘└─────────────┘└─────────────┘└─────────────┘└─────────────┘
```

Initial Focus Areas

Added for Total CEMP Review

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End State Organization

Directorate of Military Programs

CEHNC

CETAC

249th Eng 28 (TDA)

- Installation Support
- Engineering & Construction
- Program Management
- Environmental
- Special Missions Office

ISO (7) + 1 in MVD + 1 in TAC

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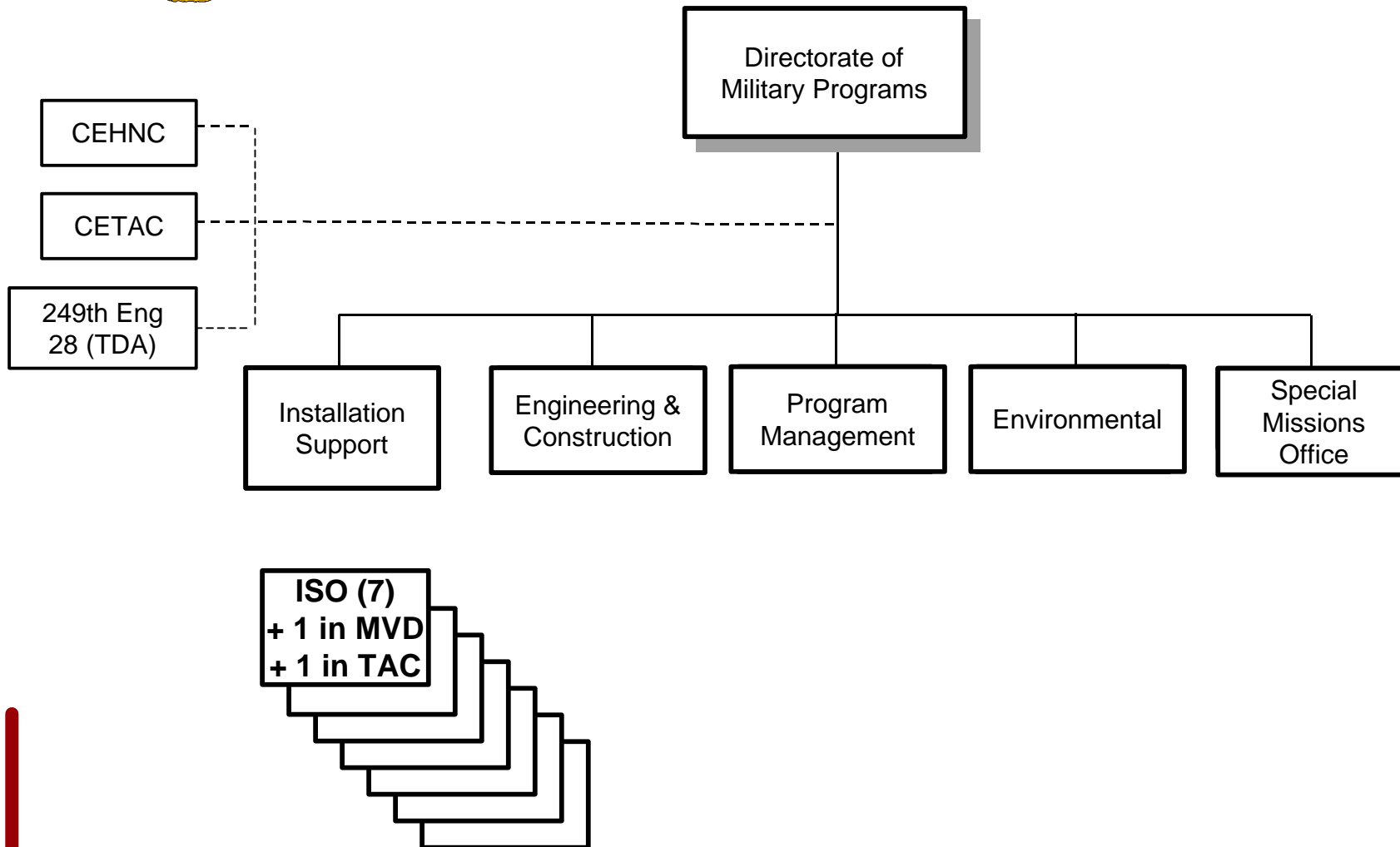
Military Programs Directorate Evaluation Metrics

INDICATOR	PROPOSED END STATE
Improved Service to the Army	✔
Improved Quality of Service	✔
Retain Policy in the Headquarters	✔
Place Execution in the Field	✔
Improved Customer Perception of USACE	✔
Conserved Resources	✔
Increased Efficiency	✔
Improved Services to Non-Army Customers	✔
Minimum Disruption of Staff	✔
Reasonable Cost	✔

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Programs Management Division

2 July

MMD Authorized: 54

- Chief: 1
- Deputy Chief Secretary: 3
- CTR
- Army Branch: 11
- Programs Branch: 10
- DoD / SFO Branch: 12
- Air Force Branch: 7
- Policy Branch: 10
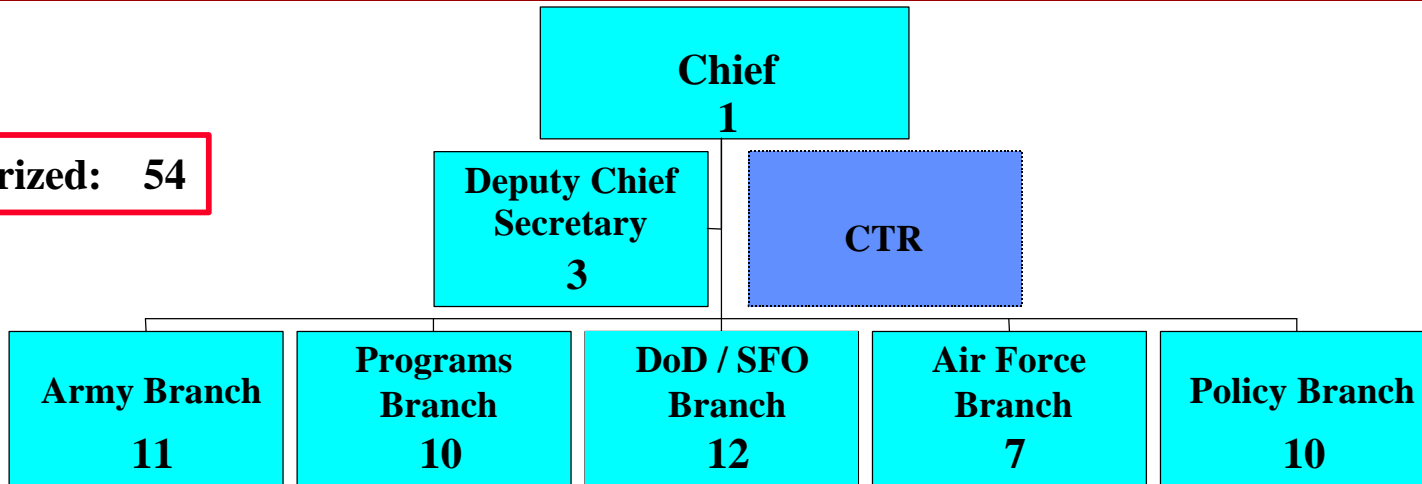
End State

MMD Authorized: 54
Recommended MMD: 46

- Chief: 1
- Support Staff: 3
- CTR
- Army Branch: 12
- DoD/SFO Branch: 11
- Air Force Branch: 7
- Policy & Programs Integration Branch: 12

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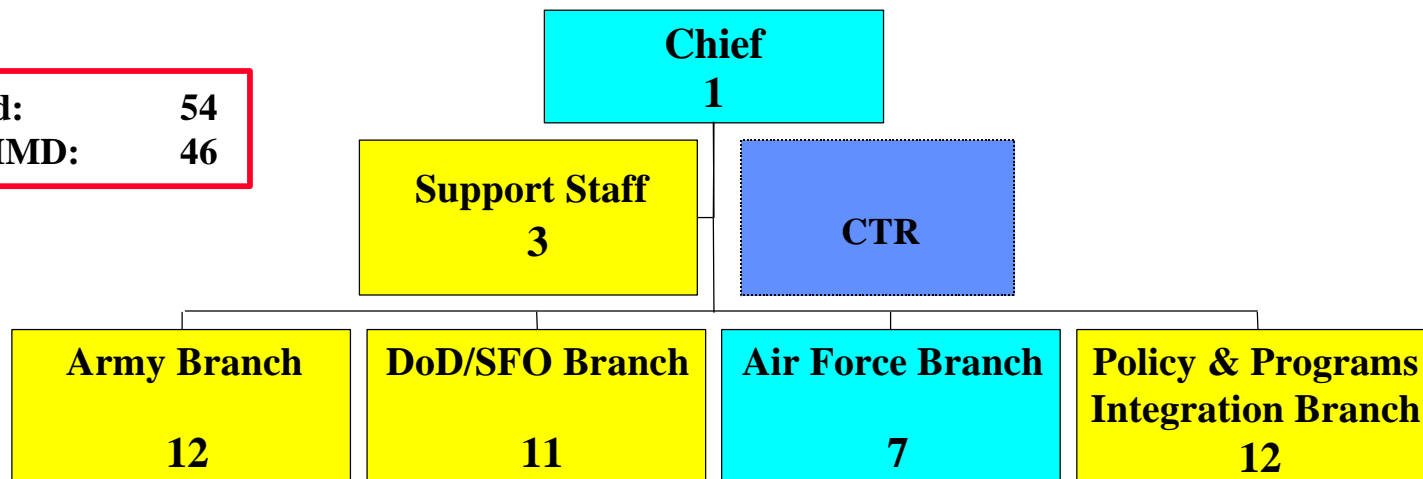
Programs Management Division

Function	2 July FTEs	End State FTEs	Net Change
• **Programs Management Exec Office**	4	4	0
• **Army Branch**	11	12	+1
– **Add BRAC Integration**			
– **Add Energy Programs**			
• **Air Force Branch**	7	7	0
• **Programs Branch**	10	0	-10
• **Policy Branch**	10	0	-10
• **Policy and Integration Branch**	0	12	+12
– **Establish Program Integration Team**			
• **DoD/Support for Others Branch**	12	11	- 1
– **Add Med Fac Program Mgmt**			
	54	46	- 8

Environmental Division

MMD Authorized: 68

```
                    Chief
                     (1)

        Div. Secretary
        Admin Assistant
            (2 )

Programs    FUDS Branch   Installation   Intergovernmental   Policy and
Resource      (14)        Support Branch  & Superfund        Technology
Branch                        (16)         Branch            Branch
  (5)                                        (18)              (12)
```
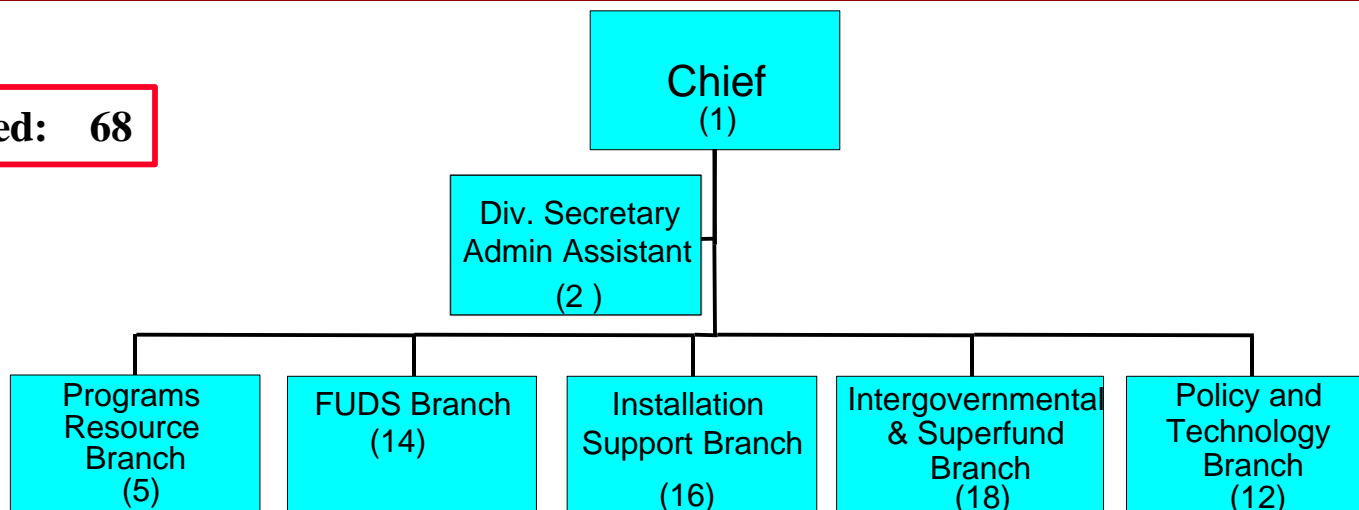
End State

MMD Authorized: 68
Recommended MMD: 68

```
                    Chief
                     (1)

        Deputy Chief
        Tech Assist. Chief
        Admin. Support
            (4 )

Envt'l Support Branch    FUDS Branch    Intergovernmental &   Policy & Reqt's
      (12)                 (14 )         SF Branch            Branch
                                           (15)                (22)
```

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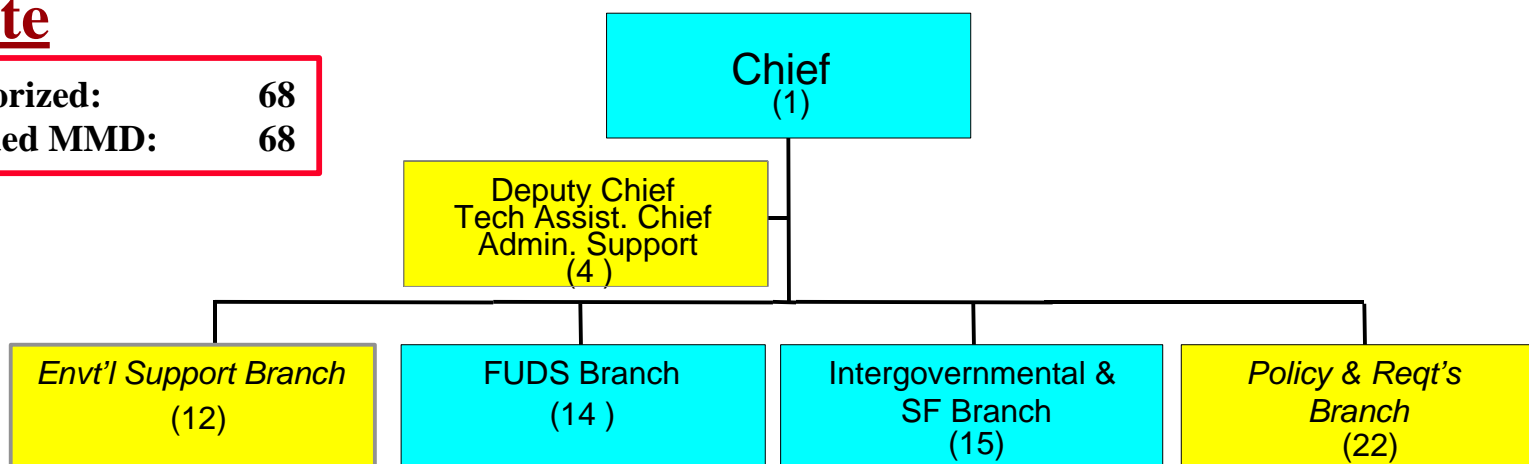
Environmental Division

Function	2 July FTEs	End State FTEs	Change
• **Environmental Executive Office**	3	5	+2
– + Tech Asst; + Dep Div Chief			
• **Installation Support Branch**	16	0	- 16
• **Environmental Support Branch**	0	12	+12
– Inst Resoration; BRAC; Env. Quality (From ISC)			
• **Formerly Used Defense Sites Branch**	14	14	0
• **Policy & Technical Branch**	12	0	-12
• **Program Resources Branch**	5	0	-5
• **Policy & Requirements Branch**	0	21	+21
– Policy; Requirements; DSMOA(From Inst Spt Br)			
• **Intergovernmental & Superfund Branch**	18	15	- 3
Total:	68	68	0

Engineering & Construction Division

2 July

MMD Authorized: 86

- Chief (1)
  - VE (2)
  - Deputy (4)
    - Construction & Design (20)
    - Technical Branch (27)
    - Medical Facilities Office (18)
    - Cost Eng & Prog Mgmt (13)
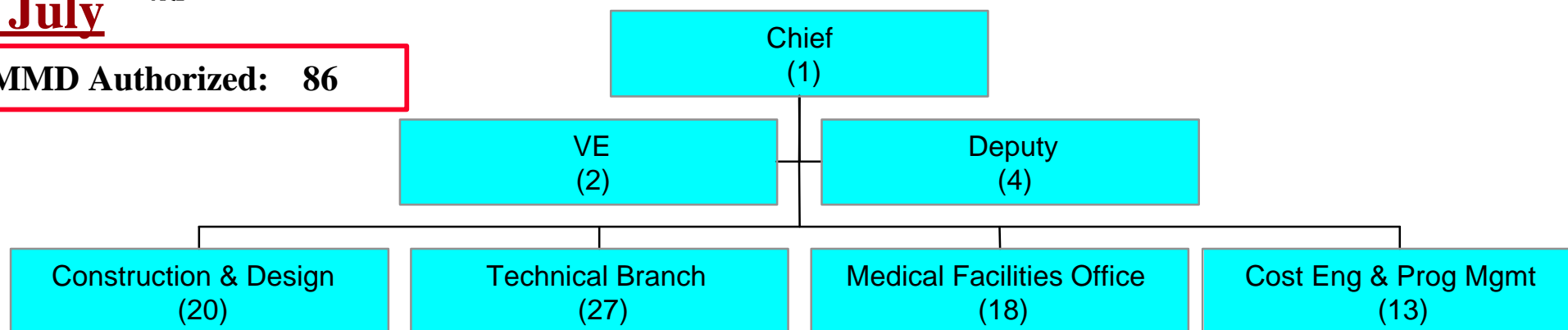
End State

MMD Authorized: 86
Recommended MMD: 56

- Chief (1)
  - VE (1)
  - Deputy (2)
    - Construction Policy (18)
    - Design Policy (23)
    - Cost / Systems Engineering (11)

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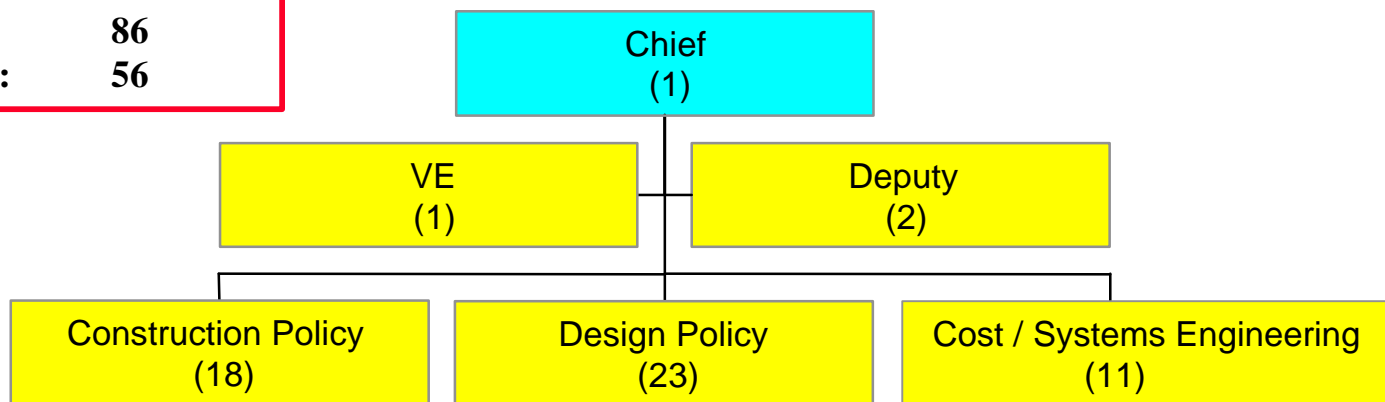
Engineering & Construction Division

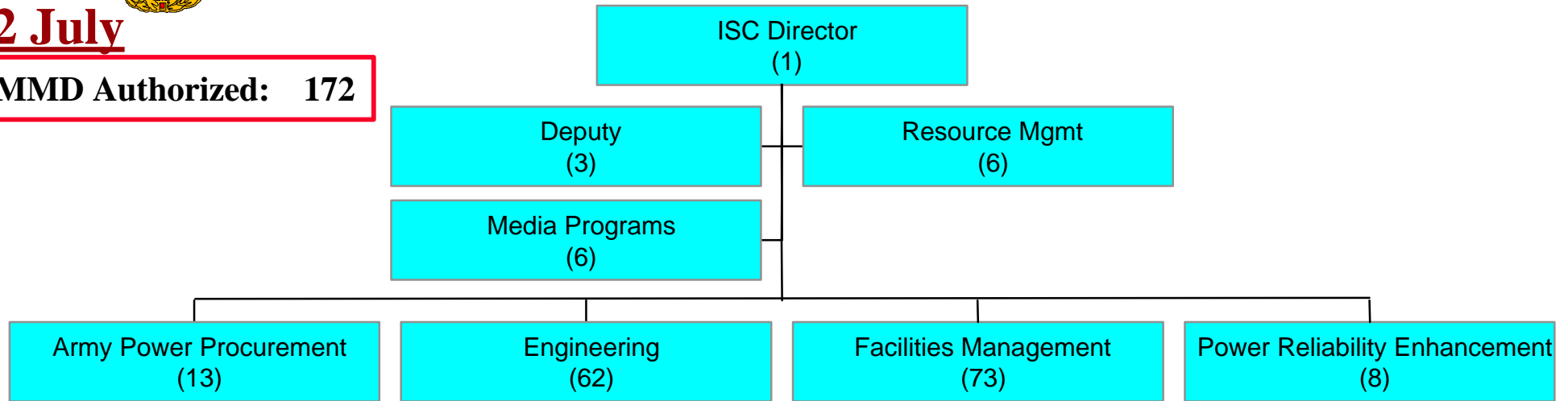| FUNCTION	2 July	End State
• E&C Executive Office	6	3
• Value Engineering	2	1
• Cost / Systems Engineering	13	11
• Facility Design Policy & Guidance	27	23
• Facility Construction Policy & Guidance	20	18
• Medical Facilities Design Office	18	0
TOTAL:	86	56

NO CHANGE

Installation Support Division (ISD)

2 July

MMD Authorized: 172

```
                    ISC Director
                        (1)
         Deputy                Resource Mgmt
          (3)                       (6)
        Media Programs
            (6)
```

| Army Power Procurement (13) | Engineering (62) | Facilities Management (73) | Power Reliability Enhancement (8) |

End State

MMD Authorized: 40
Recommended MMD: 40

```
            ISD Chief
               (1)
      Deputy
       (2)
```

| Planning Branch (11) | Business Systems (14) | Installation Support Policy (12) |

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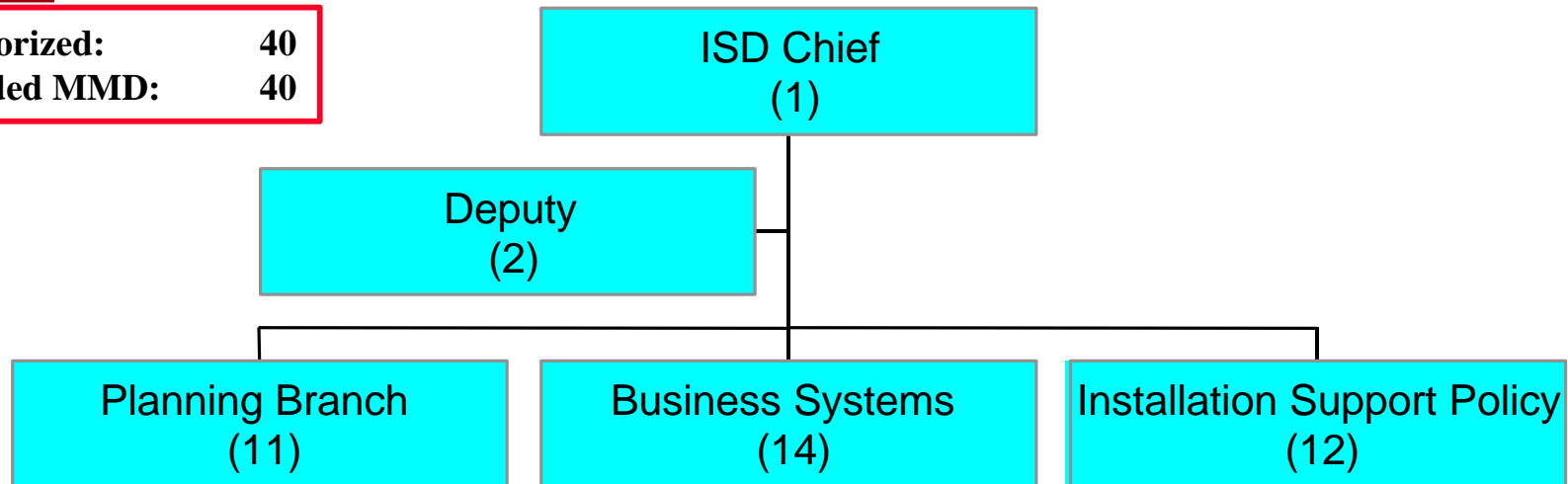
Installation Support Division

Function	2 July FTEs	End State FTEs
• DPW Sustainment of Infrastructure	110	25
• DPW Automation System Support	25	12
• Energy Management Program	5	1
• Utilities Privatization Program	12	1
• Power Reliability Enhancement Program	9	0
• Facilities Training Program	5	1
• Housing Training Program	5	0
• Internal Information Management Support	1	0
• Reinvention Center	0	0
	172 *	40

NO CHANGE

* Excludes 28 FTE 249th Prime Power School TDA Positions

Installation Support Center of Expertise

FUNCTIONS	2 July	End State
• Utilities Privatization	11	9
• FEMP	4	2
• IFS-M O&M	17	17
• PW Training	5	0
• Reimbursable Functions	3	0
• Commercial Activities / JOC Support	0	2*
• DPW Equipment Programs	0	1*
• Fire Prevention/Protection	0	1*
• Sanitary / Chemical O&M Support	0	1*
Total	40	33
• Other Distributions		7
		40

DISTRIBUTION OUT OF THE CX:

ACSIM	3
USAREUR	1
CEHR PROSPECT	2
HECSA IM	1
TOTAL	7

Installation Support Offices (ISO)

Installation Support Offices

End State: 7 ISO (8 FTE each)
(+ 1 FTE @ Rock Island District)
(+ 1 FTE @ TAC)
(Total: 58 FTE)

Areas of Responsibility:

Regional public works services
- **Master Planning**
- **RPMA Project Management**
- **RPMA Proj. Quality Assurance**
- **O&M Designs**
- **Customer Communications**
- **Installation RPMA Data Mgmt.**
- **RPMA Business Practices**

Locations:

- **NWD: Kansas City / Seattle**
- **SPD: Sacramento / FT Irwin / FT Huachuca**
- **LRD: Louisville**
- **SWD: Dallas-FT Worth / FT Polk / White Sands**
- **NAD: FT Hamilton / USAREUR**
- **SAD: Savannah / Mobile**
- **POD: Honolulu / Korea**
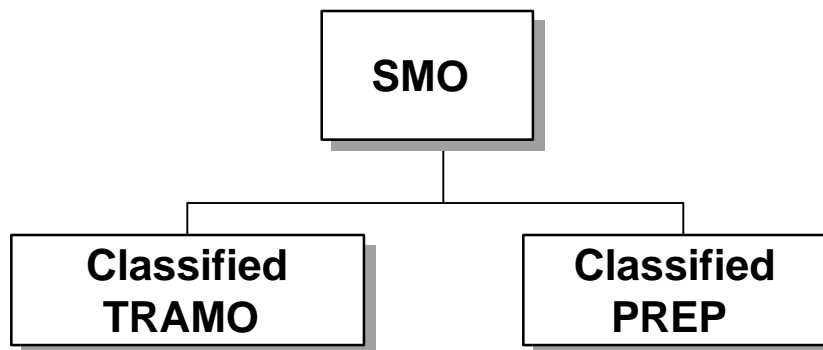- **MVD: Rock Island**   **+2**
- **TAC: Middle East**

Special Missions Office

2 July (4)

TRAMO

End State (13)

```
                    SMO
                     |
        ┌────────────┴────────────┐
   Classified                Classified
    TRAMO                       PREP
```

FUNCTION	2 July FTEs	End State FTEs	
• TRAMO	4	4	
• PREP (CPW/ISC)	8	9*	← +1
	12	13*	

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End State Organization

```
                              ┌──────────────────┐
                              │  Directorate of  │
                              │ Military Programs│
                              └──────────────────┘
┌─────────┐                            │
│  CEHNC  │----┐                       │
└─────────┘    |                       │
┌─────────┐    |                       │
│  CETAC  │----+-----------------------┤
└─────────┘    |                       │
┌─────────┐    |                       │
│249 th Eng│---┘                       │
│ 28 (TDA) │                           │
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Installation Support	Engineering & Construction	Program Management	Environmental	Special Missions Office
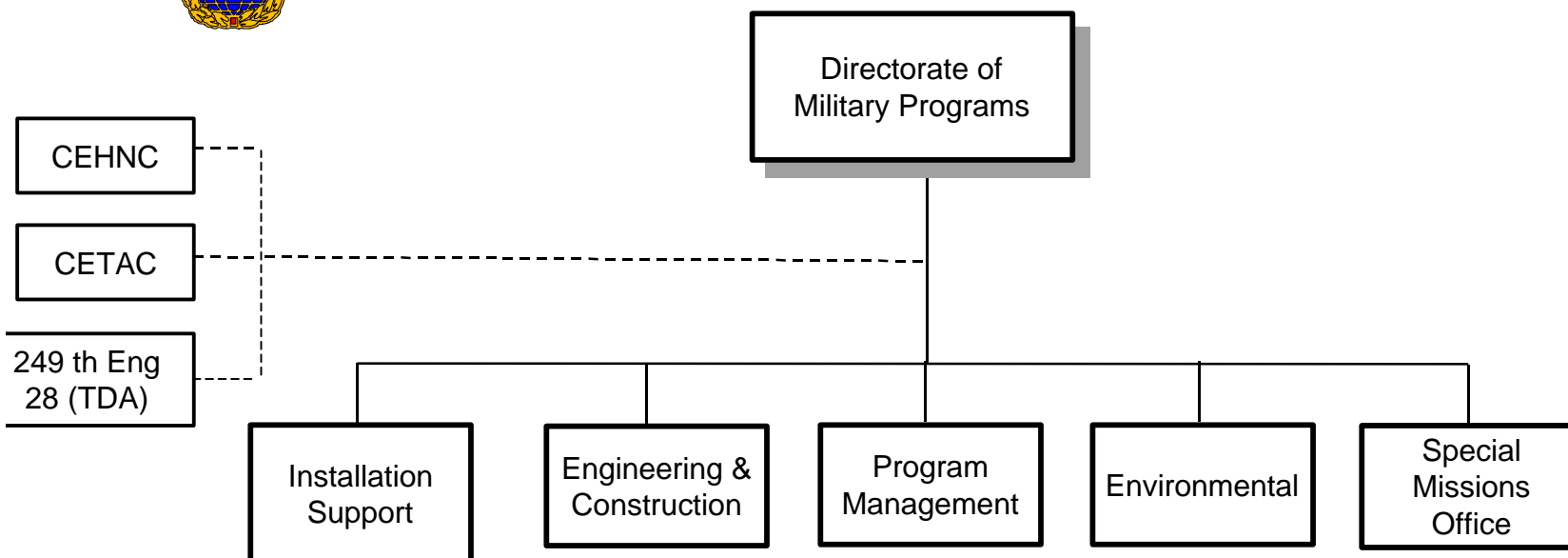
ISO (7)
+ 1 in MVD
+ 1 in TAC

- Streamline internal organizations - improves customer access
- Create Installation Support Division (ISD)
- Create Installation Support Offices in 7 MSCs; move staff to the field
- Consolidate design and construction policy
- Collocate Medical Facilities Office w/ OSD Medical Pgm Office
- Establish Programs Management Policy and Integration Branch
- Provide full range of Installation Environmental Services
- Consolidate Classified Missions - Special Missions Office (SMO)

FTE Summary

(2 July)

Function	MMD FTEs	"Tomorrow" FTEs	End State FTEs
• Engineering & Construction	86	56	56
• Center for Public Works	172	0 (163 Dir. - 9 Reimb.)	0
• Installation Support Division	0	40	40
• Reinvention Center	5	0	0
• Special Missions Office	4 (TRAMO)	12 (TRAMO + PREP)	13*
• MFDO (included in E&C)	0	16	16
• ISO	0	56	58*
• Central Support Functions (included in CPW)	0	40	37*
	267	220	220
• (Add) Programs Mgmt Division	54	**Savings**	46
• (Add) Env Div	68	**47-1 = 46 FTEs**	68
• CEMP EXEC OFF	9		14
• Correction for E&C	- 1		348
	397		

Non-USACE Distribution (USACE FTE Abolishment)

ACSIM	3
USAREUR	1
Total	4

IS CX	33 FTE
PW TNG	2 FTE
249 BN SPT	1 FTE
HECSA IM	1 FTE

**Revised Savings
49 FTEs**

Implementation Plan

Milestones	Action	Cost	
• 1 Jun 98	- Reassign CPW staff to fill PREP Vacancies (4 FTE)	0	
• 2-9 Jul 98	- Brief ASA(I&H), DCSOPS, ASA(M&RA) and ACSIM	0	
• 9 Jul 98	- Brief Union (Pulaski) (AM Briefing)	0	
• 10 Jul 98	- Brief CPW & CEMP (PM Briefing)	0	
• 1 Oct 98	- Rename CPW as Installation Support Center (ISC)	0	
☆	- Establish Installation Support Division (ISD) (w/ detailed Staff)	0	FY99
	- Transfer Reinvention Center Function to ISD	0	$0.6M
☆	- Establish ISOs & Transfer 7 FTE Vacancies from ISC	$0.6M	
• 1 Jan 99	- Transfer ISC positions to ISOs (49 FTE)	$3.0M	
• 1 Oct 99	- Transfer ISC Central Support Functions (40 FTE)	$2.1M	
	- Abolish 49 FTEs from CEMP	$1.0M	FY00
	- Transfer FTE to ISD, E&C, SMO from ISC	$0.3M	$7.3M
	- Transfer MFDO to DoD Medical (16 FTE)	$0.9M	
	- Disestablish CPW	0	
	GRAND TOTAL:	$7.9M	

Military Programs Reengineering Timeline

Rename CPW as Installation Support Center (ISC) ● **1 Oct 98**

Obtain CG Approval ● **27 Oct 98**

Establish and Staff Installation Support Offices (ISOs) ● **1 Jan 99**

Establish Installation Support Division (ISD)

Transfer ISC Central Support Functions

Transfer MFDO to DoD Medical ● **30 Sep 99**

Transfer Environmental Quality from ISC

Transfer Functions from and to PMD

REENGINEERING COMPLETE ● **1 Oct 99**

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11/3/98

21

Milestones of Note (through 1 Jan 99)

- **3 November 1998 -- Town Hall Meeting**

- **3 November 1998 -- Canvassing letter for potential ISO staff positions to ISC employees**

- **2 December 1998 -- Entitlements notification**

- **8 December 1998 -- Enrollment in Priority Placement Programs**

- **TBD as assignments become final -- Orders and DARSE counseling for ISO staff**

- **Ongoing -- Out-placement activities and support**

Information Sources

- **Huntsville Center Information: Military Programs Web Site**

- **Personnel Regulations - We'll get you a summary soon**

- **Ask our Reengineering Team and Support Staff**

- **Go On-line:**

  - **Army Career and Alumni Program at *http://www.acap.army.mil/***

  - **Office of Personnel Management at *http://www.opm.gov/***

Fulfilling the USACE Vision

- **Revolutionize Effectiveness**
  - Align for Success . . . Streamline for Responsiveness
  - Satisfy the Customer . . . One-Door-to-the-Corps Service
  - Build the Team . . . Virtual Installation Support, Corps-wide

- **Seek growth opportunities**
  - Serve the Army . . . Make Installation Support a Primary Mission
  - Enhance Capabilities . . . Create New Organizations & Networks

- **Invest in people**
  - Build Strategic Commitment . . . The Part YOU Play
  - Reshape the Culture . . . A Seamless Corps: Responsive & Reliable